



ARNE SELVIK
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VIKING LEADERSHIP

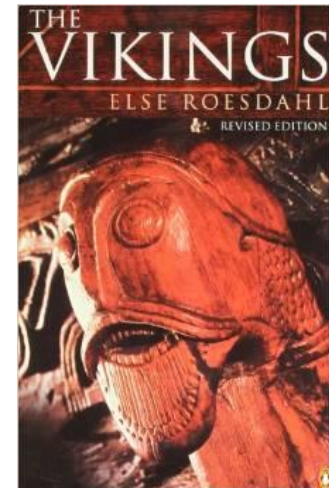
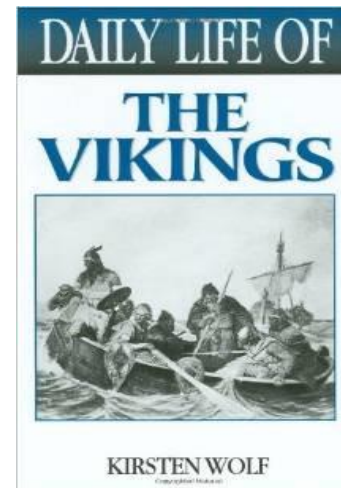
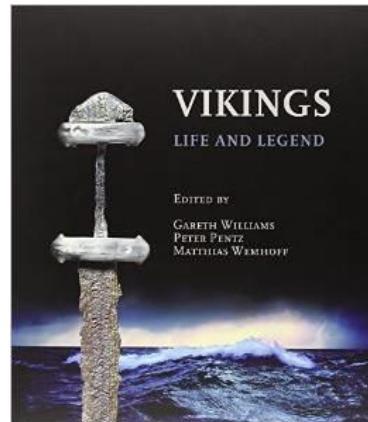
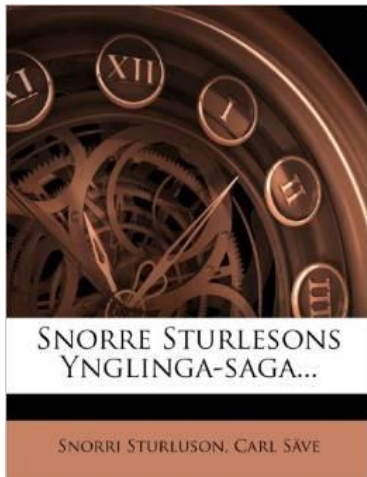
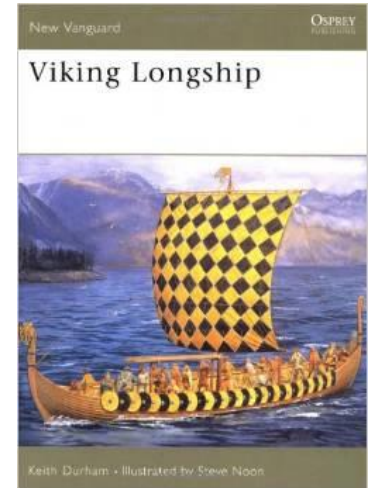
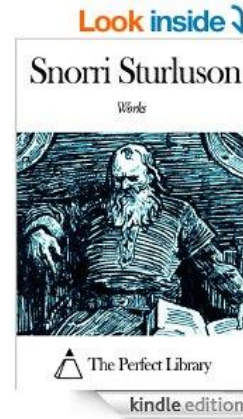
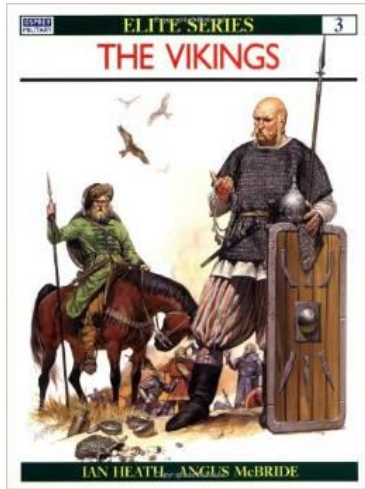
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What is the idea?



1. What kind of leadership did the Vikings practice?
2. Has Viking leadership been recognized in the leadership literature?
3. Can we learn anything from Viking leadership today?

How do we know?



Who?
What?
When?
Where?



1. The Vikings were young part-time raiders, part-time farmers (mostly in the summertime)
2. Who stole to accumulate capital and land
3. Started with the attack on Lindisfarne in 793, ended in the Battle of Stamford Bridge in 1066
4. They operated all over Europe, as far east as Turkey, as far west as North America (Vinland)

The Viking scope

The «market» and settlements



Routes and strongholds



What kind of leadership did the Vikings practice?

The stereotyped picture is what now would be termed «fierce» or «brutal»



Misunderstanding 1

This is not leadership practice.

This is their work.

It is basically their occupation we are appalled by.

Their leadership – like most kinds of leadership – is invisible.

So, we have to look behind the surface.

Let's look at the work of some other occupations that were common in the Medieval age



Kings

Priests

Doctors

Pirates

Crusaders



The main impression



Harold
Godwinson II of
England 1066

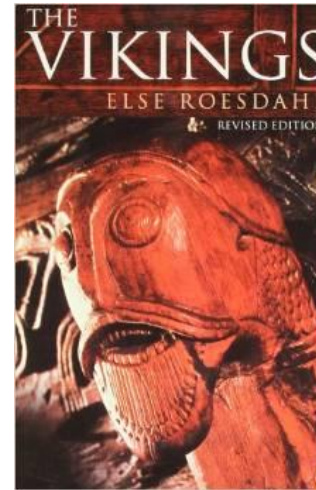
Bloody
Bestial
Brutal



The Catholic
Inquisition

Has Viking leadership been recognized in the leadership literature?

Not really



Most of the literature has been written by archeologist, historians and novelists

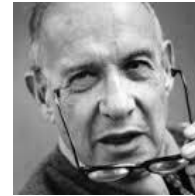
Most leadership concepts and theories are being credited to «younger» contemporary gurus, like:

Quality



W. Edwards Deming

Management



Peter F. Drucker

Management and strategy



Henry Mintzberg

Strategy and competitiveness



Michael Porter

Core competencies




Gary P. Hamel

Innovation




Clayton M. Christensen

Can we learn anything from Viking leadership today?



VIKING LAWS

- 1) BE BRAVE AND AGGRESSIVE**
BE BRISK
CRASH ALL OPPONENTS!
USE VARYING METHODS IN ATTACK
BE VERSATILE AND ADILE
ATTACK ONE TARGET AT A TIME
DON'T PLAN EVERYTHING IN DETAIL
USE TOP QUALITY WEAPONS
- 2) BE PREPARED**
KEEP WEAPONS IN GOOD CONDITION
KEEP ON GUARD
FIND GOOD BATTLE COMMANDS
ALWAYS DO IMPORTANT THINGS
CHOOSE ONE CHIEF
- 3) BE A GOOD MERCHANT**
FIND OUT WHAT THE MARKET NEEDS
DON'T PRODUCE WHAT YOU CAN'T SELL
DON'T DEMAND OVERPAYMENT
ARRANGE TRAVEL SO THAT YOU CAN RETURN
- 4) KEEP THE CAMP IN ORDER**
KEEP THINGS TIDY AND ORGANIZED
ARRANGE ENJOYABLE ACTIVITIES WHICH STRENGTHEN THE GROUP
MAKE SURE EVERYBODY DOES USEFUL WORK
CONSULT ALL MEMBERS OF THE GROUP FOR ADVICE



Viking Laws

1. Be brave and aggressive

- Be direct
- Grab all opportunities
- Use varying methods of attack
- Be versatile and agile
- Attack one target at the time
- Don't plan everything in detail
- Use top quality weapons

Viking Laws

2. Be prepared

- Keep weapons in good condition
- Keep in shape
- Find good battle comrades
- Agree on important points
- Choose **one** chief

Viking Laws

3. Be a good merchant

- Find out what the market needs
- Don't promise what you can't keep
- Don't demand overpayment
- Arrange things so that you can return

Viking Laws

4. Keep the camp in order

- Keep things tidy and organized
- Arrange enjoyable activities which strengthen then the group
- Make sure everybody does useful work
- Consult all members of the group for advice

Potential learning points

Integrating technical and organizational innovation

- Constructing light, fast-sailing boats and weapons implies **cooperation** between craftsmen and more specialization among crew members
- More ambitious targets and stronger defence onshore triggered larger **fleets** and new forms of cooperation between shipowners
- You may even have to consider stronger **corporate branding** to demonstrate power in the market



Lone warrior



Branded fleet

Why did the Viking era end?

Many of the leading kings were defeated



The battle at Stamford Bridge. 1066. Harold Godwinson killed Harald Hardrada and his invaders

The victims learned to protect themselves

Before:



After:

The Church and the castle at Lindisfarne





Thank you for your interest!

This is work in progress. So, if you have ideas, views, pictures or literature about Viking Leadership, please send it to me:

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Or visit my site at www.arneselvik.no.



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